



MARINE CORPS INSTALLATIONS AND LOGISTICS ADVOCACY

***“SHAPING THE FUTURE OF USMC
LOGISTICS”***

5 JUNE 2013





TODAY'S AGENDA

- Welcome – LtGen Faulkner, DC, I&L
- MCLIR – LtCol Stewart, LPC
- I&L Advocacy Overview – LtCol Stewart, LPC
- Starting the Advocacy Process – Mr. Linkowitz.
LPV-1
- Occupational Field Management – MGySgt Furiak,
LPC
- MCICOM Advocacy – Col Reed, AC/S G-3/5/7

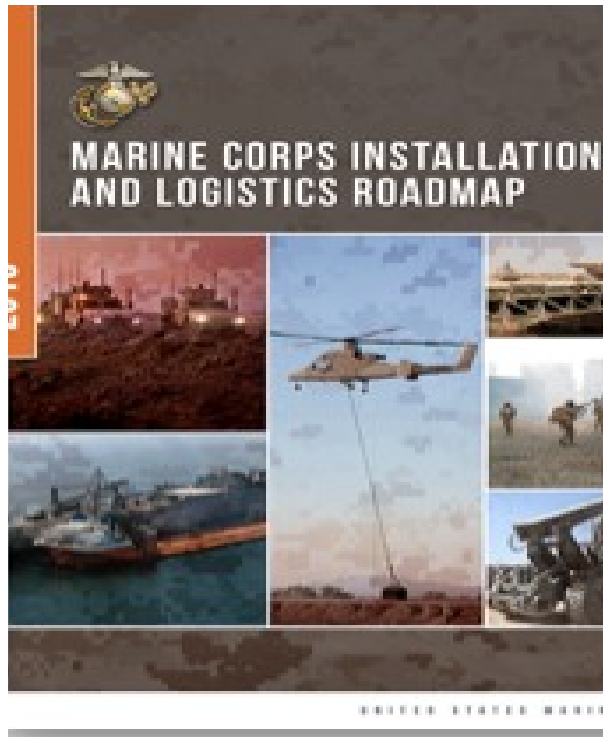


MARINE CORPS INSTALLATIONS AND LOGISTICS ROADMAP





DC, I&L GUIDANCE



- **Descriptive, not prescriptive**
- **Departure point for the logistics advocacy construct**
- **View logistics through a holistic Marine Corps lens**
- **Focus on people, things, and capabilities**

Departure Point for Advocacy

MISSION VALUES VISION END STATE

MISSION:

MARINE CORPS LOGISTICIANS AND LOGISTICS SUPPORT THE CORPS' ABILITY TO GENERATE, TRAIN, AND SUSTAIN EXPEDITIONARY CRISIS RESPONSE FORCES, READY TO OPERATE ACROSS THE RANGE OF MILITARY OPERATIONS (ROMO), WHETHER FROM HOME STATION, FORWARD-BASED, OR FORWARD DEPLOYED.

VALUES:

MISSION-FOCUSED, ADAPTIVE, INNOVATIVE, AND RESILIENT.

VISION:

ACHIEVE EVER INCREASING LEVELS OF PROFICIENCY AND NEEDED CAPABILITIES THROUGH ADVOCACY
– READY PEOPLE, THE RIGHT CAPABILITIES, AND RESPONSIVE ORGANIZATIONS.



END STATE

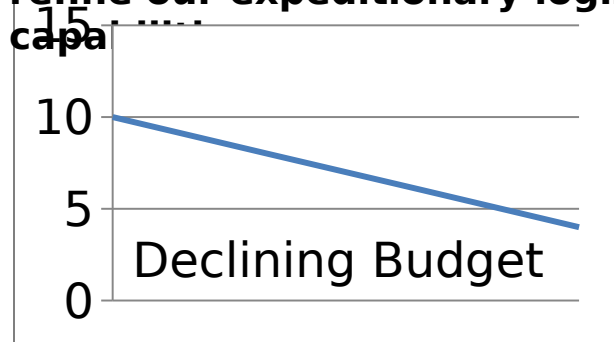
- » DEVELOPMENT OF AN ENDURING ADVOCACY INITIATIVE THAT LEVERAGES THE ENTIRE LOGISTICS COMMUNITY, FOR DEVELOPMENT OF LOGISTICIANS AND LOGISTICS PREPARED FOR 21ST CENTURY EXPEDITIONARY OPERATIONS, REGARDLESS OF MISSION OR LOCATION.
- » LOGISTICIANS AND INSTALLATIONS EXPERTS THAT WILL BE ABLE TO SUPPORT AND SUSTAIN MARINES IN ANY CLIME OR PLACE, AGAINST ANY FOE, FOR ANY MISSION.
- » IMPROVED OPERATING FORCE READINESS.



THE ENVIRONMENT

Global instability, violent extremism, and a growth in state and non-state actors competing for ever dwindling resources

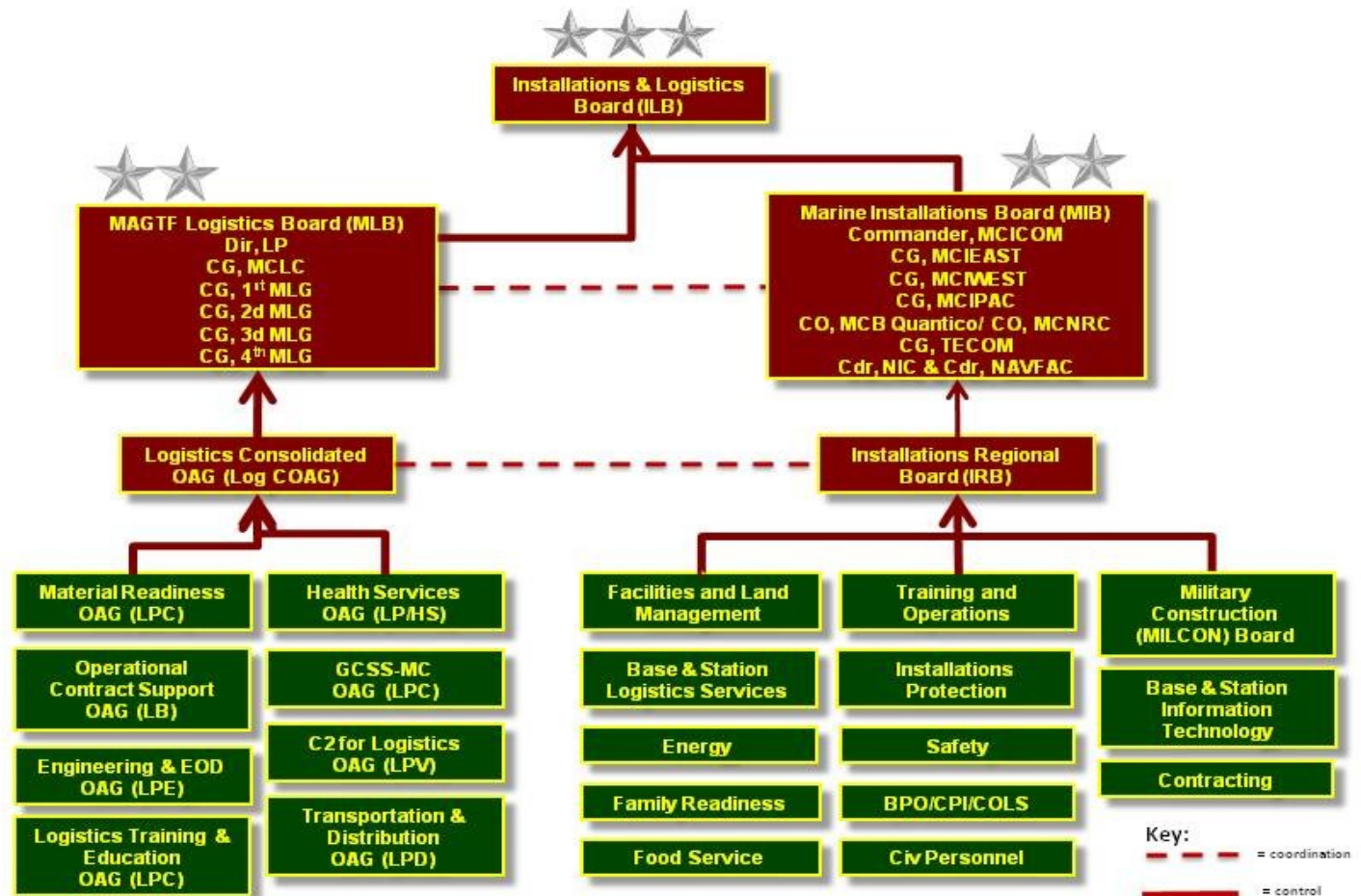
- **Post OEF expeditionary operations require different, leaner logistics support solutions**
- **The pending fiscal drought**
- **The “middle-weight force (perception vs. reality)**
- ***Shift to the Pacific* - an opportunity to refine our expeditionary logistics**





ADVOCACY

- To accomplish our mission, we will create an **advocacy construct** for the Operating Forces and Installations





LINES OF OPERATION



“

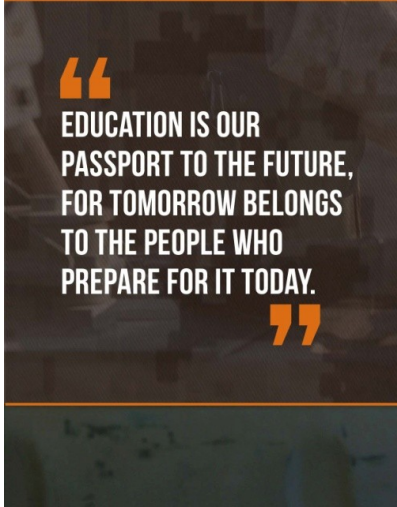
THE BASICS OF LOGISTICS NEVER CHANGES – BUT IT IS HOW WELL WE PLAN FOR THE FUTURE THAT ALLOWS US TO EXECUTE THOSE BASICS.

”

- ***Logistics and Logisticians***
 - ***Ready Marines***
 - ***Right Things***
 - ***Right Capabilities***
- ***Expeditionary Logistics***
- ***Future Concepts and Capabilities***
- ***5th Element of the MAGTF***

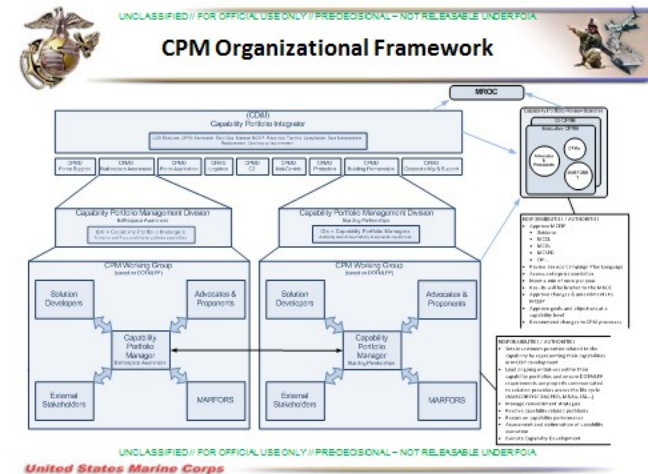
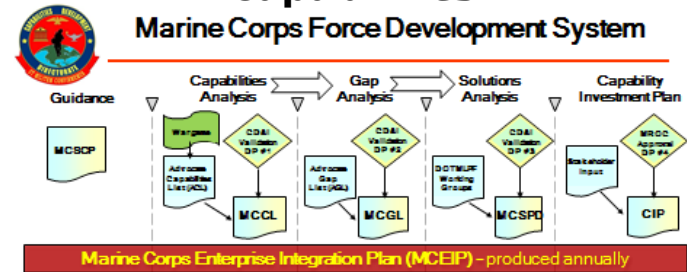


Marines



“
EDUCATION IS OUR
PASSPORT TO THE FUTURE,
FOR TOMORROW BELONGS
TO THE PEOPLE WHO
PREPARE FOR IT TODAY.
”

Marine Corps Force Development System





EXPEDITIONARY LOGISTICS

- Take a USN - USMC holistic view
- Reduce supply chain redundancies within the MAGTF (MLI)
- Enhance Navy & Marine Corps logistic capabilities - afloat & ashore (NLI)
- Improve the LCE's ability & flexibility to generate task organized units
- Implement sea basing (T-AKE, MLP, & MPF)
- Revitalize and integrate logistics training, education, and doctrine to develop logisticians that are prepared for the future operating





FUTURE CONCEPTS AND CAPABILITIES



GREENS
(300 Watts Continuous Power)



Aerial Delivery



SPACES
Battery Charger



CRUAS



Small Unit Water Purifier

- Lighten the Load
- Tactical Logistics Distribution
- Unmanned Convoy Vehicles



THE 5TH ELEMENT

- MCICOM established in 2011 to achieve unity of command across Marine Corps installations
- Installation's focus is on improving the operating forces' readiness
- Established a *Common Output Levels of Service (COLS)* to provide visibility of base operations support and services for control & evaluation
- Building positive relationships and partnerships with tenant units, Marine Expeditionary Forces, Training and Education Command, and other stakeholders
- Published *Installations Strategic Plan* as an aggressive blueprint to ensure mission success and guide actions





QUESTIONS?



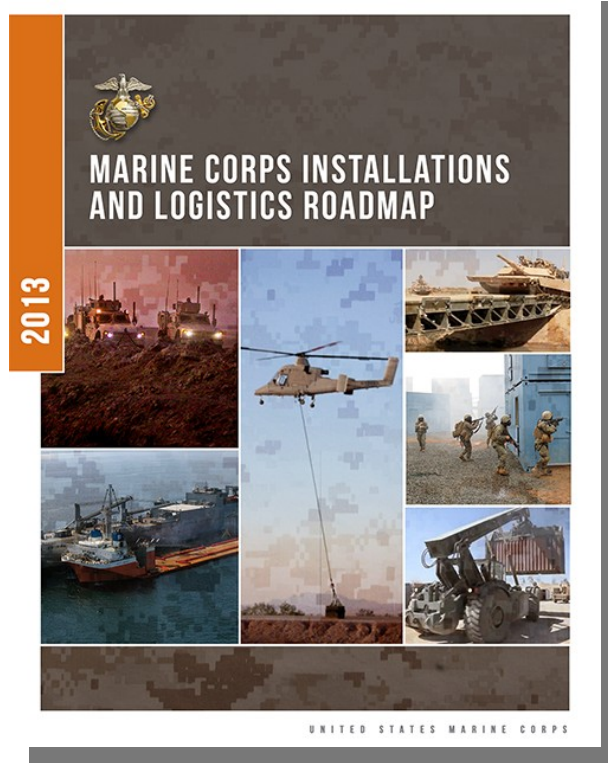


I&L ADVOCACY WAY AHEAD





PURPOSE OF ADVOCACY



**V-8 Engine that Drives Progress in
Our Logistics Community**



LOGISTICS AND LOGISTICIANS

Ready Marines



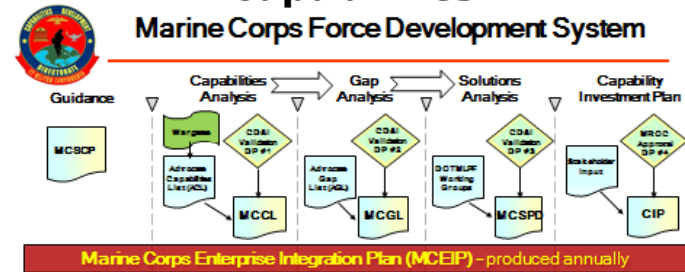
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Right Things



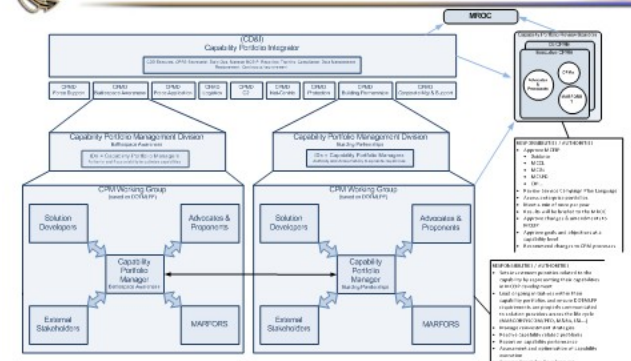
Right Capabilities

Marine Corps Force Development System



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CPM Organizational Framework



Man, Train, Equip, and Resource



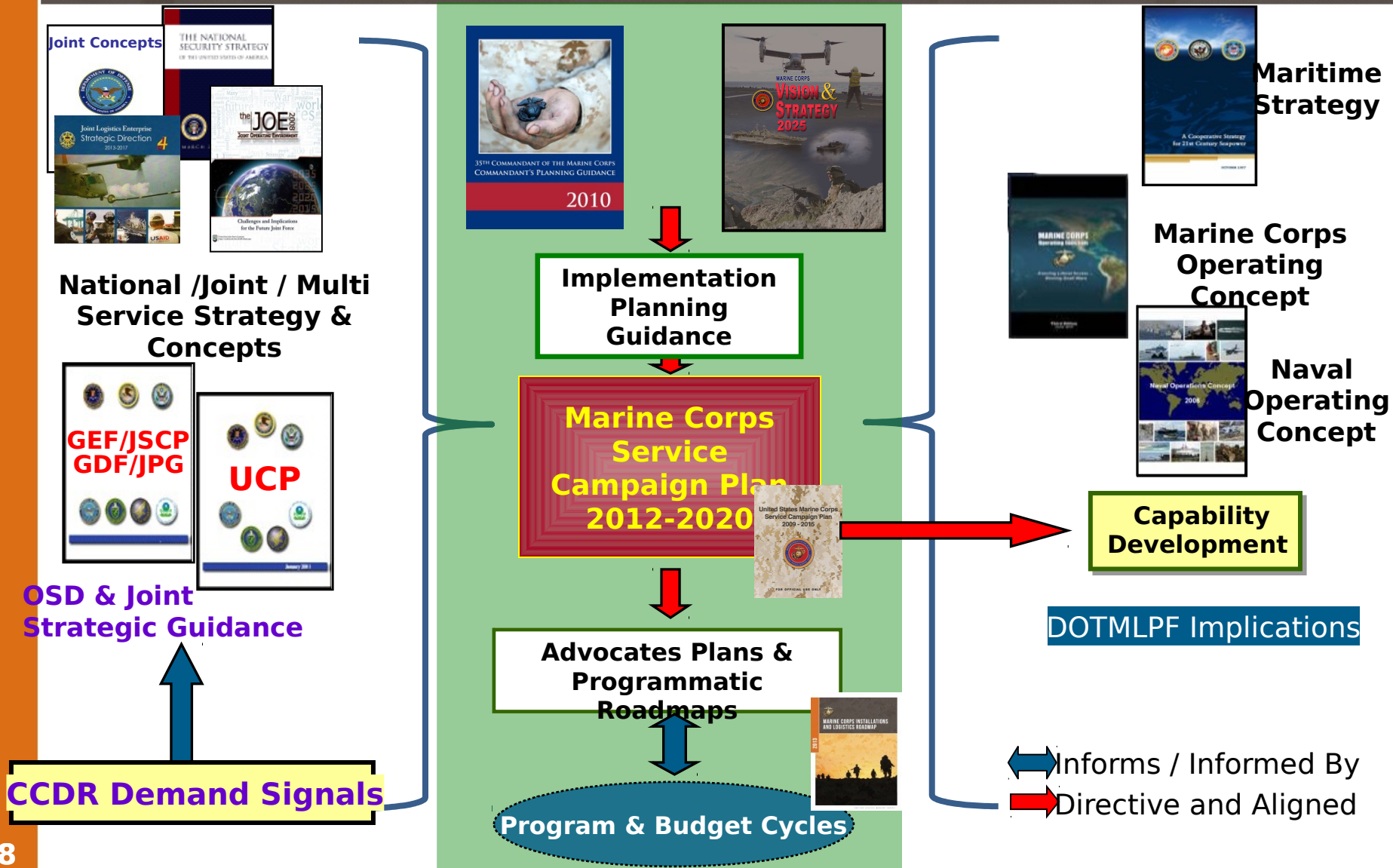
Logistics Enterprise & Environment



**Engage, Influence, and Advocate for
Logistics, Installations, and Logisticians**

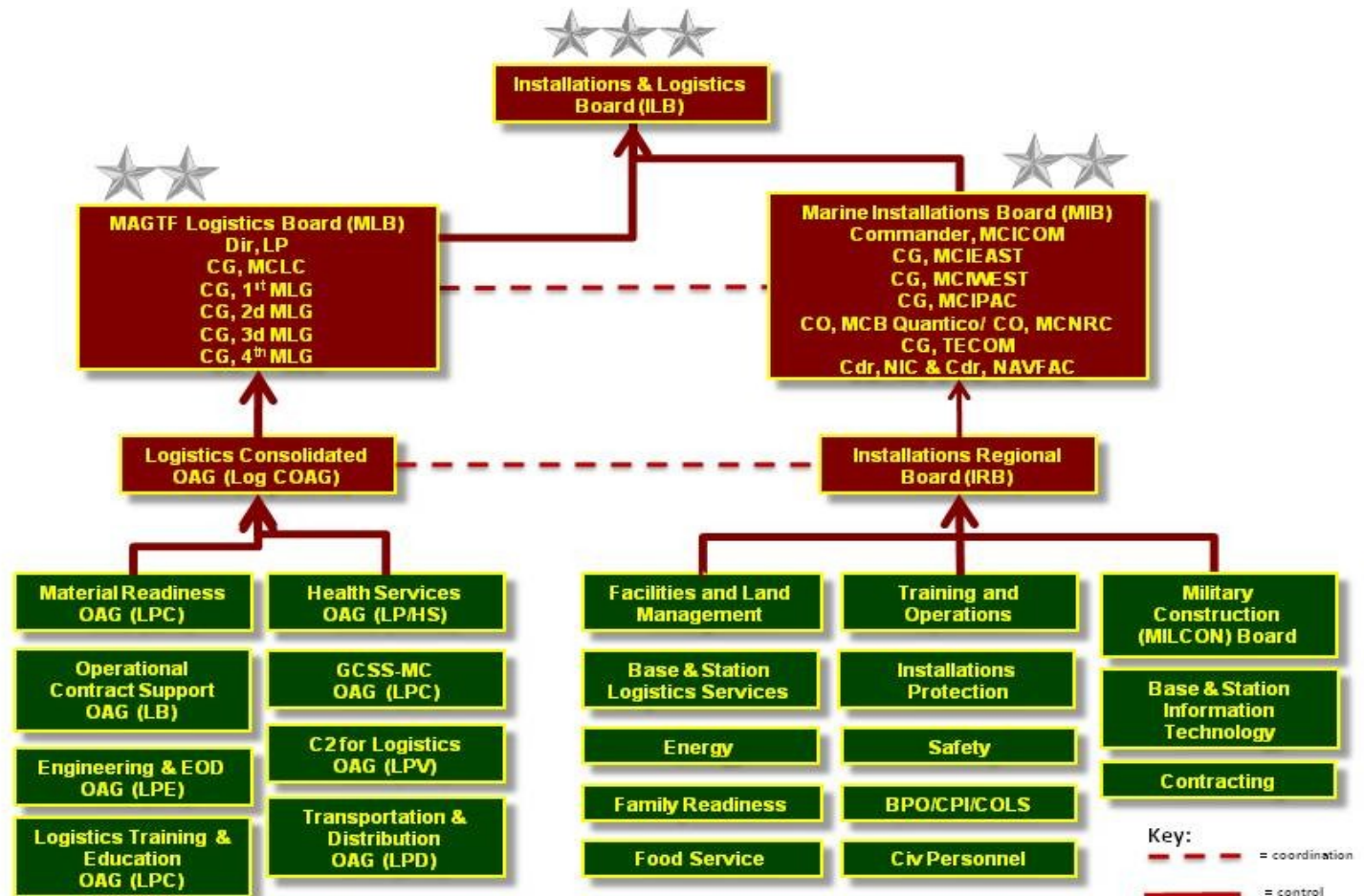


INFLUENCE & SUPPORT





I&L ADVOCACY STRUCTURE



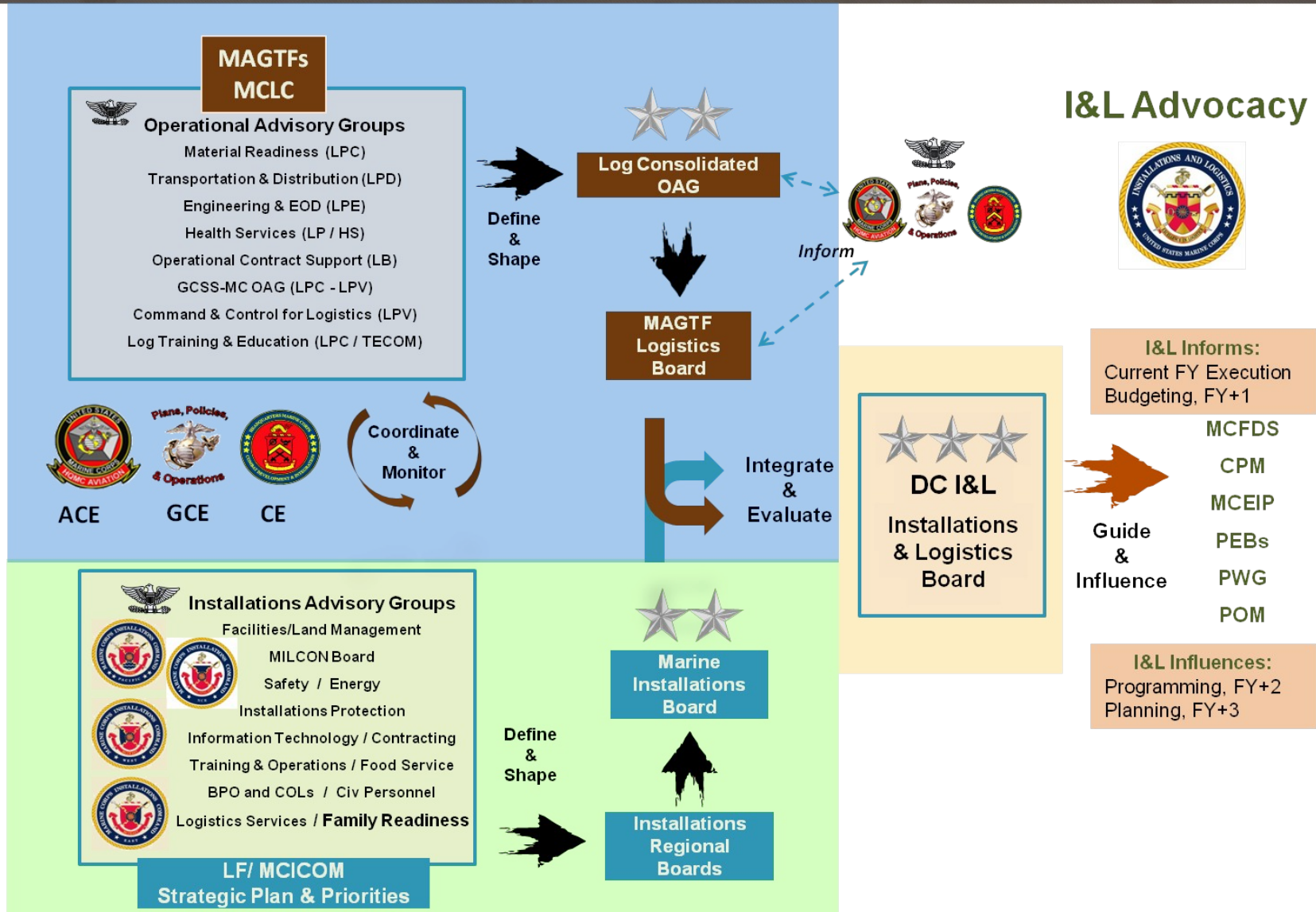


ADVOCACY CONCEPT

- DC I&L issues Top-Down guidance to shape OAG & IAG actions.
- OAGs & IAGs establish procedures to address “community interest & regional issues” and utilize higher level boards to obtain required leadership decisions.
- OAG & IAG Issues must be properly prepared with sufficient rigor in the problem analysis, courses of action development, and coordination with other pertinent entities.
- All decisions need **not** go before the I&L Board for resolution.
- Must provide the MAGTF Log Board & Marine Installations Board with actionable deliverables of sufficient depth and rigor to ***influence future Marine Corps logistics capabilities***
- Secondary function of all GO Level meetings is to inform of changes in operational concepts and future direction that will impact our Corps.
- Publish the status of all action items (tasks & issues) after each meeting (ILB, MIB, MLB, and supporting OAGs, IAGs, and WGs) via naval message and also post it via SharePoint for maximum access.
- Provide for: ***Persistent & Integrated Engagement...***



I&L ADVOCACY PROCESS





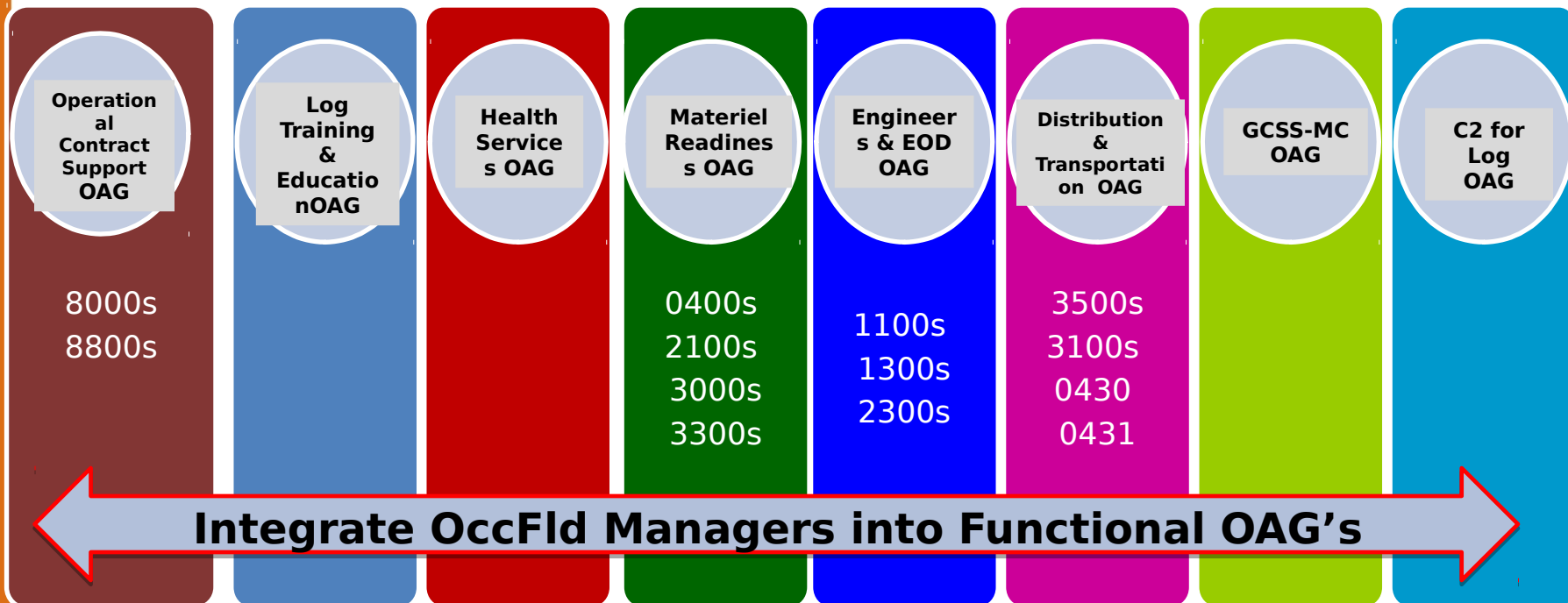
OAG/IAG PROCESS

- **OAG/IAG Leads establish required membership -- 8-12 Members (may vary by function)**
 - **“An” example:**
 - Each MLG (4)
 - Each MARFOR assigned Forces (3)
 - LOGCOM (1) / MARSOC (1) as appropriate
 - TECOM as appropriate
- **OAG/IAG Leads establish temporary WGs for specific issues as needed**
- **Develop processes/procedures to address “community” specific issues and answer “assigned tasks” from DC, I&L**
- **Follow guidance in OAG/IAG charter**
- **Schedule and execute a consistent OAG/IAG process**



ROLE OF OCCFIELD SPONSORS

Coordinate across the OAGs



Manning

- ✓ MOS Manual
- ✓ TFSMS
- ✓ EPAD
- ✓ TOECR

Train

- ✓ T&R Manual
- ✓ POI validation
- ✓ CCRB reviews
- ✓ OPFOR interviews

Equip

- ✓ TE review TFSMS
- ✓ WIPT's
- ✓ CD&I Inputs
- ✓ MCSC PdM discussions



NEAR TERM IAG/OAG TASKS

- **Lighten the MAGTF (LPC/LPD/LPE/LPO/LPS/LPC- Multiple AOs)**
 - Work with other advocates and the OPFOR to make informed decisions on how to “lighten the MAGTF”
 - Enterprise equipment (AAO) review - right size the inventory and inform funding prioritization decisions
 - Strengthen internal MAGTF relationships and reduce redundant logistics capabilities across the MAGTF
 - Assess MCLC role as provider of operational logistics support
- **Training and Education (LPC - LtCol Lyles-AO)**
 - Leverage other Service training & education to make Marines fluent in Joint logistics, integration with other Service, Interagency, and functional logistics commands
- **Future Logistics Operations (LPV - Mr. Linkowitz-AO)**
 - Focus integration of future platforms - CRUAS, CH-53K, JHSV, etc.

NEAR TERM IAG/OAG TASKS

- Review equipment life cycle strategies to reduce maintenance costs
 - Identify better ways to diagnose, repair, or replace equipment on the battlefield at the lowest level
 - Improve equipment accountability and adherence to logistics orders/dir
 - CBM+
 - ELMP process
- **Logistics C2 and IT (LPV - LtCol Krohmer-AO)**
- Transition systems funding from OCO to Base Budget
 - Accelerate TSOA implementation - system interoperability
 - Develop a true LOG COP - integrate with OPS/INTEL
 - Logistics data strategy and BI to improve data filtering & decision support
- **Science and Technology/Logistic Enablers (LPV - Mr. Linkowitz-AO)**



WAY AHEAD

- **I&L provides initial guidance: signed *MCILR***
- **DC, I&L Issue Charter to Dir LP & Dir LF/Commander, MCICOM**
- **Dir LP & Dir LF/Commander, MCICOM issue charters to establish OAGs & IAGs**
- **Dir LP & Dir LF/Commander, MCICOM Report status of OAG to DC, I&L: 1 Sep 2013**



QUESTIONS?





STARTING I&L ADVOCACY



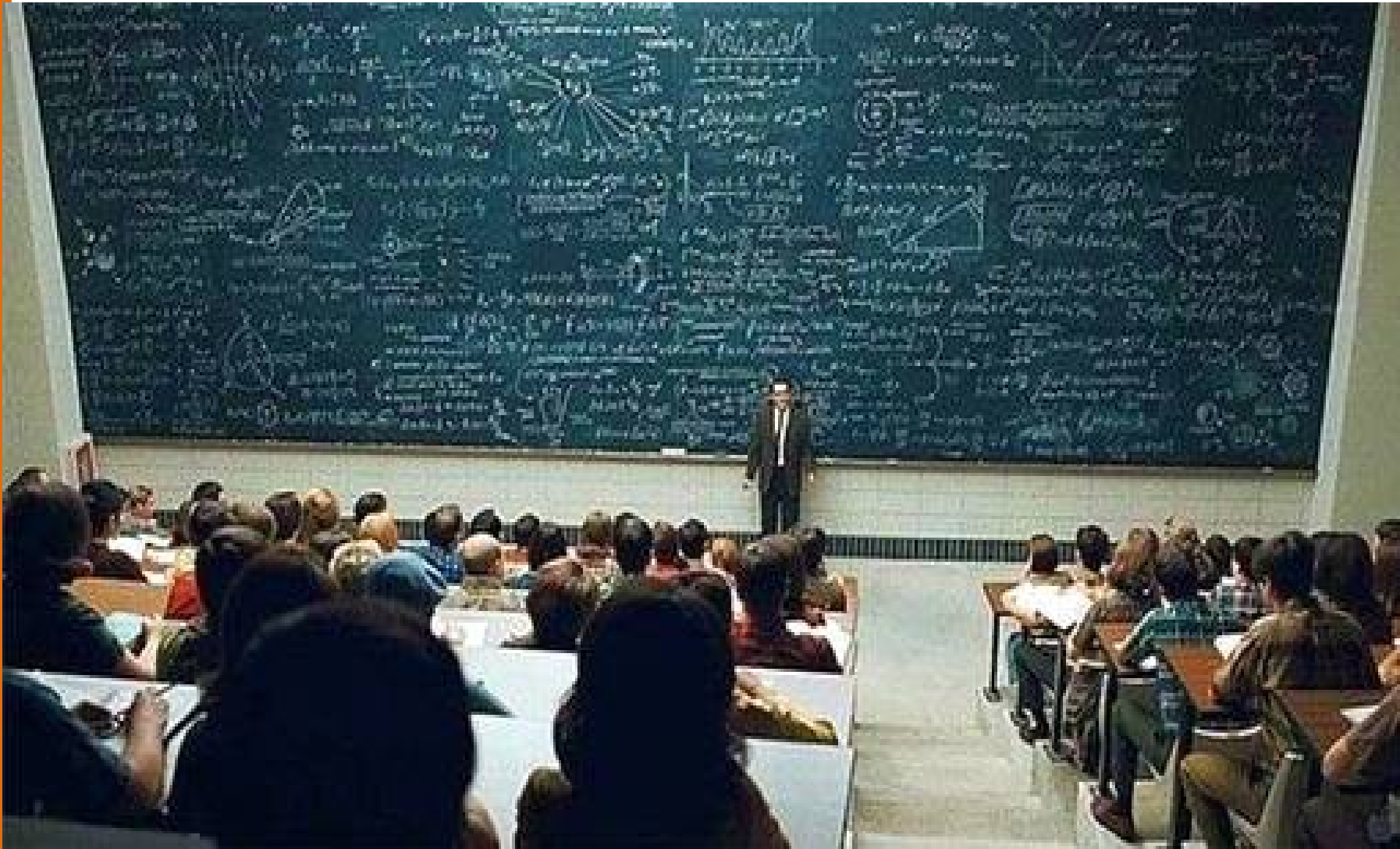


AGENDA

- **Common Understanding**
- **Expectations**
- **Assumptions & Issues**
- **Define TTPs & Secretariat's
Role**



KEEP ADVOCACY SIMPLE





RECENT FROM PENDLETON

“Advance a

“Excited - Steep Learning Curve” (DC, I&L)

“Top-Down Drivers...Bad” (MajGen Hudson)

“Don’t make it Unwieldy” (DC, I&L)

“Log is an After-Thought...Need to Engage up-Front”

(BGen Broadmeadow)

*“Each OAG must be Aware of What is Going On” (DC,
I&L)*

“What is it You Want to Do in the Future “ (BGen Nelson)

“Strategic Level Policy Guides Tactical Level Execution”

(DC, I&L)



PURPOSE

- **Create an Advocacy construct for MAGTF and Installations logistics and logisticians**
- **Achieve ever increasing levels of proficiency and needed capabilities through advocacy**
 - **Ready people**
 - **Right capabilities (Capability Portfolio Management)**
 - **Responsive organizations**



COORDINATE AND MONITOR

Command Element Advisory Board

CEAB CoC

GCE Conference

Ground Board

Marine Air Board

Assault Support OAG

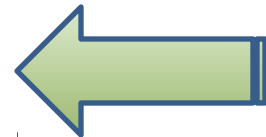
Aviation Ground Support OAG

Aviation Logistics OAG

MEU OAG

***Advocacy Updates -- Organizing the Force -- Equipping the
Force***

Training the Force -- Command & Control





OAG & IAG KEY POINTS

- **Break the perception of Top-Down (e.g., HQMC Heavy)**
- **Everyone already has a Day Job... Does not replace regular staff actions**
- **Must be manageable in terms of who is involved (otherwise - *chaos*)**
- **Can enhance the information, knowledge, & Operating Force focus of the I&L Staff**
- **Leadership must state what they want achieved**



GUIDELINES - ASSUMPTIONS

- **We are a different Advocate!**
- **Limited *face-to-face* Conferences - Must Go Electronic**
- **Establish a common calendar/timeline (All) supporting Programming, Budgeting, Force OPTEMPO, Boards, etc.**
- ***Crawl, Run, Fall, Crawl...***
- **Keep it Simple (*Behind the Screen*)**
- **Too important for the Log Community to screw it up!**



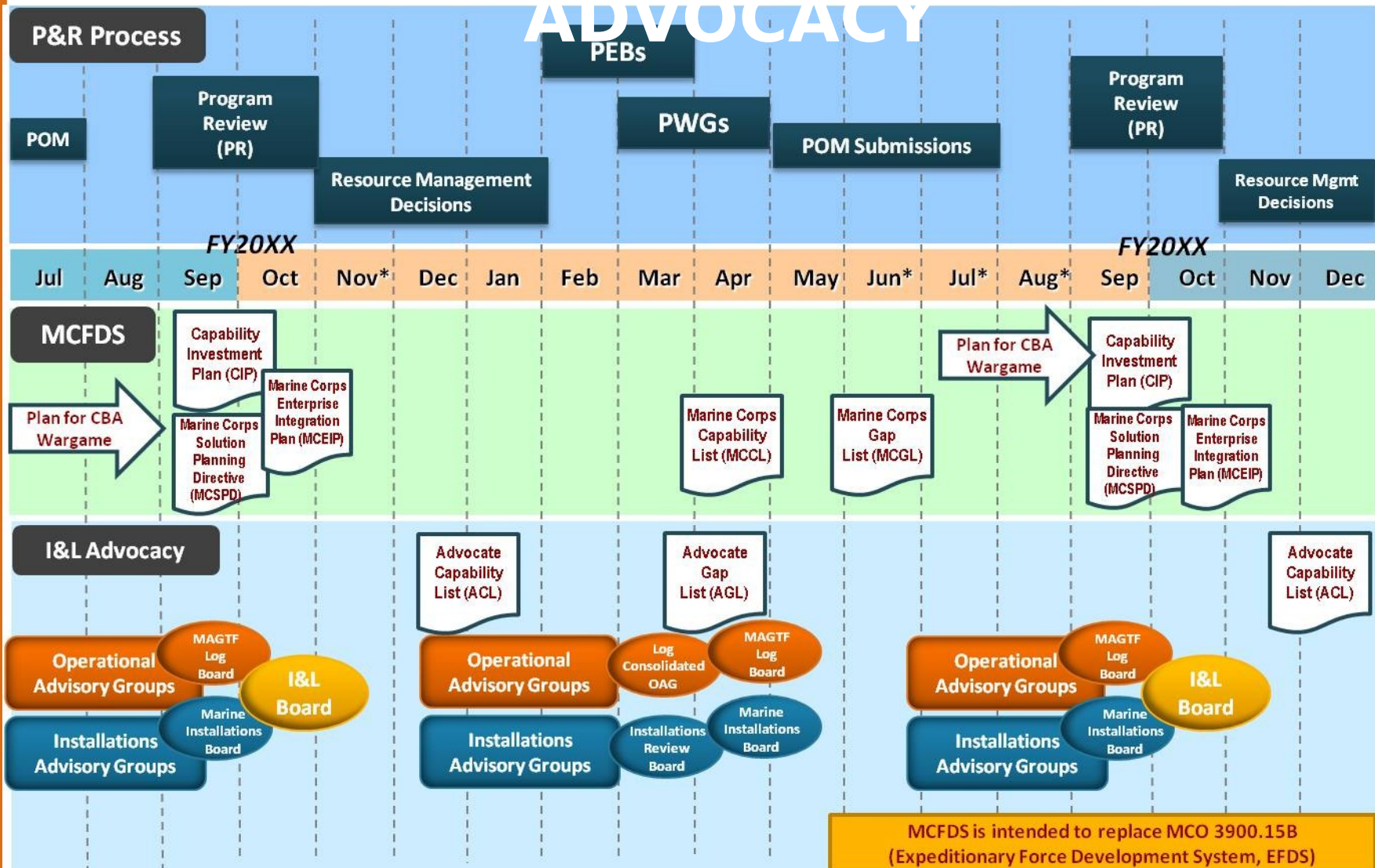
PPBE'S OVERLAPPING CYCLES

	CY 2012												CY 2013												CY 2014				
	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
PB-13	OMB	Congress----- -----								Execution																			
PB-14	USMC (Programming P&R)					DON ----		DOD----- -----				OMB	Congress----- -----								Execution								
POM-15	USMC (Planning CD&I)----- -----									USMC (Programming P&R)-----								DON--- ----		DOD----- -----				OMB	Congress----- -----				
POM-16	USMC (Planning CD&I)----- -----																			USMC (Programming P&R)-----									
POM-17																				USMC (Planning CD&I)-----									

**We are
here**



PROCESS TIMELINE - PROGRAMMING, MCFDS, ADVOCACY





LPV-1'S ROLE

Today: We each have three sets of eyeballs
(**I&L Staff, Fleet, & LPV-1**)

- Advise OAGs/IAGs on ongoing or new Service, naval, and joint directions / change
- Like a Traffic Cop ~ Guide & Enforce (gently)
- Exert quiet change....
- Be Fair & Unbiased (This is *critical*)
- But...LPV-1 is *more than* Advocacy



ISSUES - 1

- **Establish OAG/IAG members --- de-conflict**
- **Better define OAG's/IAG's focus & intent**
- **How do OAGs/IAGs cross-pollinate?**
- **Cover & Support the MOS Sponsors -- How?**
- **Reduce Redundancy**
- **How to roll-up or divest existing WGs - what are they?**



ISSUES - 2

- Provide an *Advocacy Users Guide* (TTPs)
- How to inform “other” Advocates of I&L issues?
- LP Branch Head Meeting on Charters (**12 June**)
- Working w/ Mr. Haviland on MCICOM approach
- Incorporate Capabilities Portfolio Management (CPM)?



QUESTIONS?





I&L OCCUPATIONAL FIELD MANAGEMENT





THE OCCFLD MANAGER - DC I&L

- **Serves as the principal POC between the Total Force Structure Process Owner (TFSPPO) & the Marine Corps with regard to force structure requirements, intended structural changes, and unique operational considerations that may affect force structure and result in OccFld assignment actions**
- **Is a:**
 - **Deputy Commandant**
 - **Division Director at HQMC**
 - **CG, Marine Corps Recruiting Command, or**
 - **Commander, Marine Corps Systems Command**



THE OCCFLD MANAGER (CONT)

- **Designates OccFld Sponsors & MOS Specialists within OccFld**
- **Assists in development of force structure initiatives (*Man*)**
- **Reviews TOECRs for proposed T/O changes (*Man*)**
- **Assist DOTMLPF/C analysis by providing OccFld expertise (*Man, Train, Equip*)**
- **Revise applicable directives (*Policy*)**
- **Advise DC, P&R and TFSD on manpower and equipment initiatives for POM submissions (*Man, Equip*)**



THE OCCFLD SPONSOR

- **Responsible for execution of OccFld Manager responsibilities within assigned OccFld**
- **Manage MOS specialists relative to their OccFld related duties within an OccFld**
- **Is an Officer**



MOS SPECIALIST

- **Is the Subject Matter Expert for a specific MOS or a group of similar MOSs**
- **Serves as a technical advisor to OccFld managers by assisting in the classification, training, and career progression of personnel within an MOS**
- **Is assigned OccFld Manager and managed by OccFld Sponsor**



ROLE OF OCCFLD SPONSORS AND MOS SPECIALISTS

Coordinate across the OAGs



Manning

- ✓ MOS Manual
- ✓ TFSMS
- ✓ EPAD
- ✓ TOECR
- ✓ Policy

Train

- ✓ T&R Manual
- ✓ POI validation
- ✓ CCRB reviews
- ✓ OPFOR interviews
- ✓ Policy

Equip

- ✓ TE review TFSMS
- ✓ WIPT's
- ✓ CD&I Inputs
- ✓ MCSC PdM discussions
- ✓ Policy



THE MOS SPECIALIST

ROLES AND RESPONSIBILITIES

Man

- **Validate and refer MOS proposals to the TFSPPO for action via the OccFld manager (OPR: CD&I TFSD)**
 - **Serve as principal agent for recommending MOS Manual and MOS grade structure modifications (OPR: CD&I)**
- **Serve as focal POC for manning requirements and involve the TFSPPO should changes result in force structure action (OPR: CD&I)**
- **Provide MOS expertise for capability initiatives (OPR: LPS)**



THE MOS SPECIALIST

ROLES AND RESPONSIBILITIES

Train

- **Serve as focal POC for training requirements and involve the TFSPO should changes result in force structure action (OPR: CD&I)**
- **Provide MOS expertise for capability initiatives (OPR: LPS)**
- **Review and comment on all PMOS training (OPR: TECOM GTD)**
- **Review MOS training tracts and initiate change requests if necessary (OPR: TECOM GTD)**
- **Participate in all aspects of training standards, course descriptions, and programs of instruction (OPR: TRNGCOM)**
- **Initiate and review requests for new formal courses of instruction (OPR: TRNGCOM)**



The MOS Specialist

Roles and Responsibilities

Equip

- **Provide MOS expert input for capability initiatives (OPR: LPS)**
- **Serve as focal POC for related equipment requirements and involve the TFSPPO should changes result force structure action (OPR: CD&I)**
- **Review OccFld related equipment TOECRs. (OPR: CD&I)**

Doctrine and Policy

- **Ensure currency of Marine Corps doctrine, policy, orders and bulletins relative to their Occ Field**



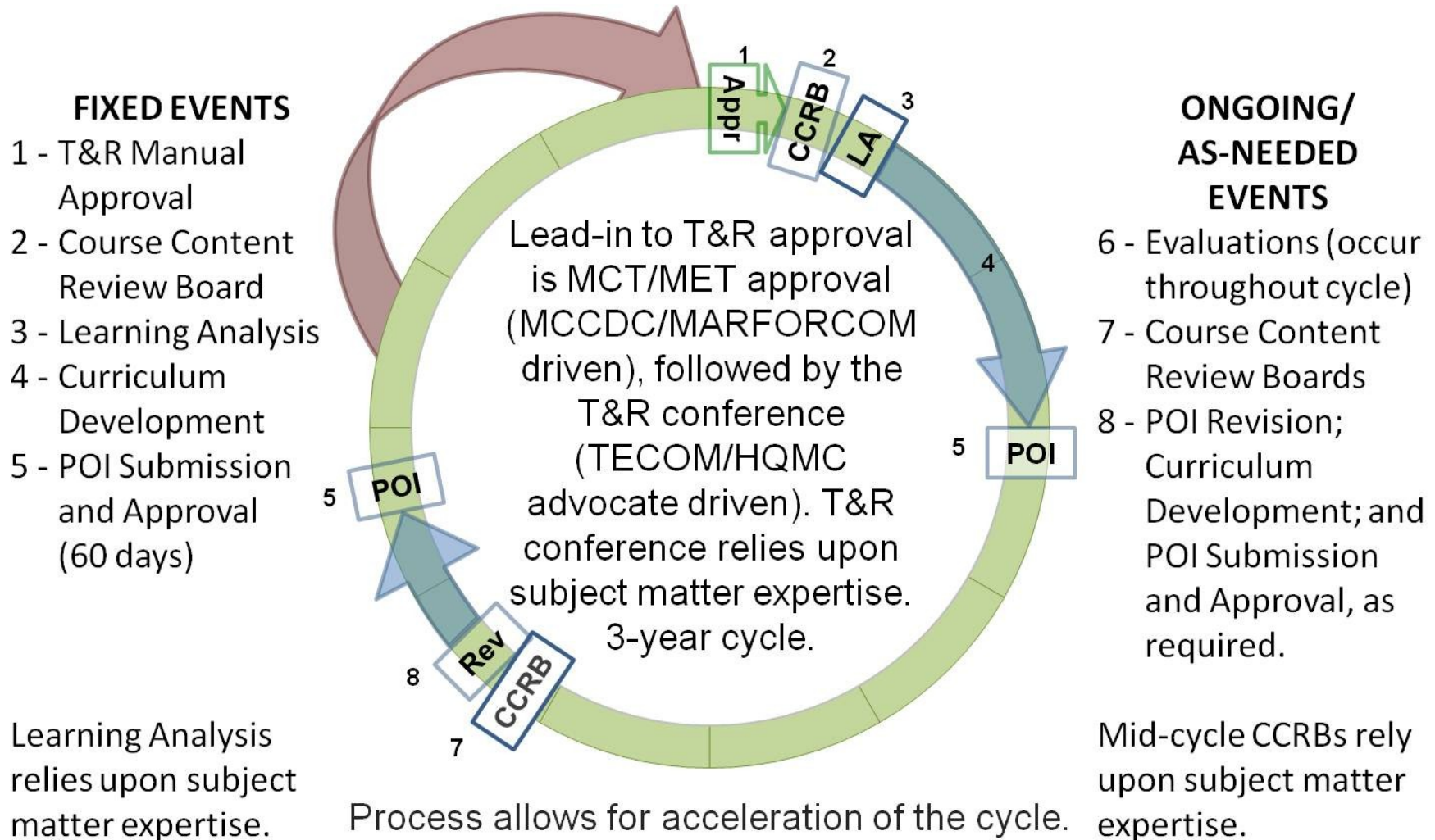
THE MOS SPECIALIST

Questions every MOS Specialist should be able to answer:

- Does your MOS manual input say what it should and is it current with the new structure reductions? **(Man)**
- EPAD- Do you use the Enlisted Personnel Availability Digest **(EPAD)**? It provides your Occ Field health and other pertinent Occ Field related information. **(Man)**
- MMEA- Who are your **Occ Field Monitors**? **(Man)**
- TECOM- Who is your T&R task analyst at TECOM Ground Training Division (GTD)? What is the status of your portion of the T&R manual? **(Train)**
- TRNGCMD- Who is assigned the **POI's** for your FLCs/courses? When are the next POI validations due? **(Train)**
- FLC- What is the current status of your courses? When is your next **CCRB**? They usually occur every two years. **(Train)**
- CD&I- (LID, FMID, MID ect...) Who in CD&I holds your equipment requirement? **(Equip)**
- MCSC- Which PdM is working your emerging equipment or sustainment of existing equipment? Project officer is your POC. **(Equip)**
- TFSD- Who is your **capability analyst** and what are they working on? They can provide advanced warning of things coming your way. **(Man, Train, and Equip)**
- Doctrine/Policies- What doctrine and policies affect your Occ Field capability? When were they last reviewed for currency/accuracy. **(Policy)**



BACKGROUND: TRAINING DEVELOPMENT CYCLE



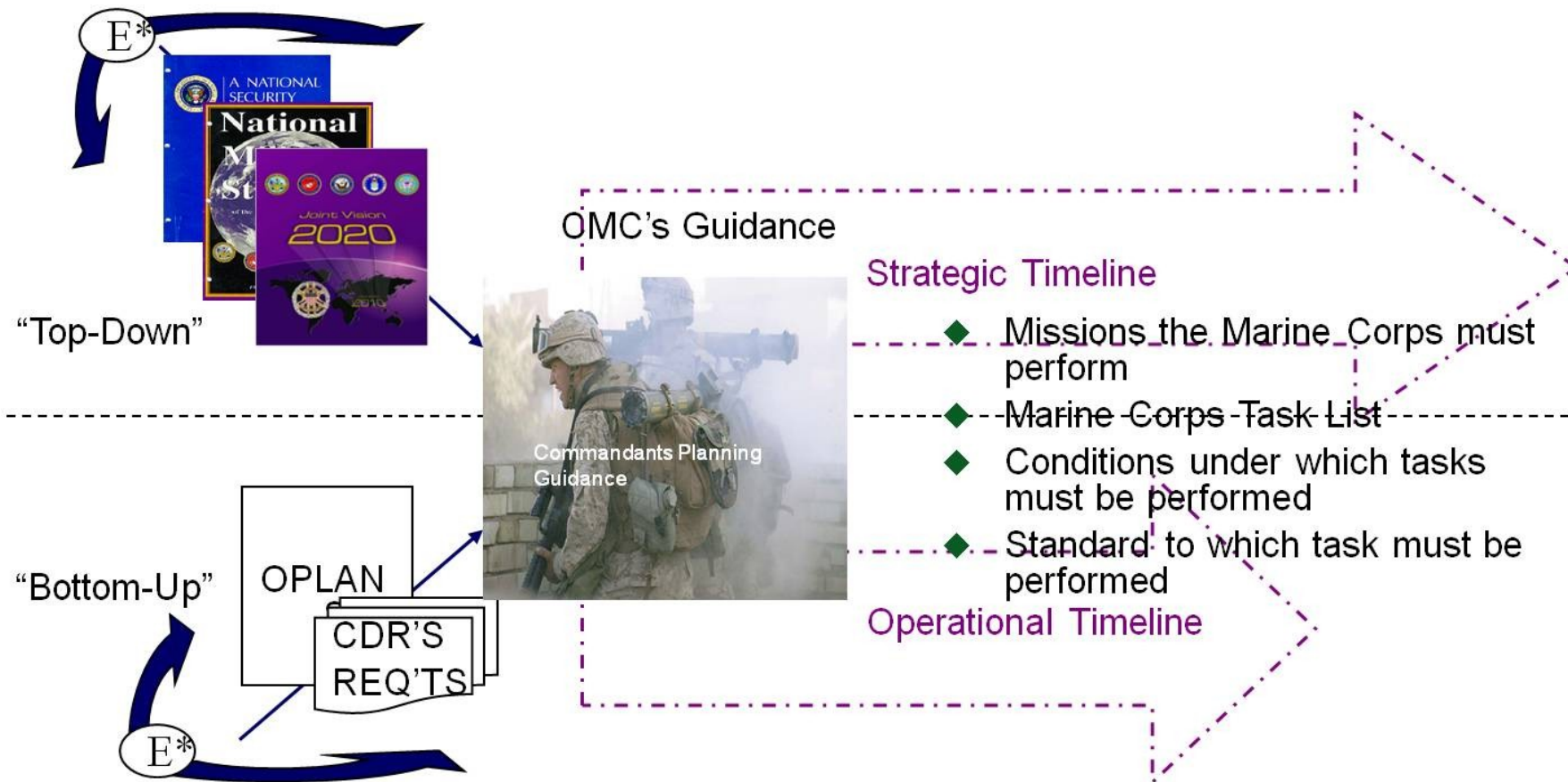


BACKGROUND: REQUIREMENT TO EXECUTION PROCESS

	Establishes	Defines	Executes	Reviews
	Mission Essential Task Development (METS)	Training and Readiness (T&R Manual) (TASK)	Program of Instruction Development (POI)	Course Content Review Board (CCRB)
Occurrence	Every 3 years	Every 3 years Follows MET development	Every 3 Years Within 120 days of T&R Manual	As required
Process Owner	CD&I – Process Cmdrs - Content	TECOM - Process Advocate – Content SME input	Formal Learning Centers conduct process (SME input at CCRB)	Formal Learning Centers conduct process SME input
I&L Input	Through LP South	Through Occ Field Manager/MOS Specialist own content w/SME input	Occ Field Sponsor/MOS Specialist during POI staffing and review	Occ Field Sponsor/MOS Specialist and OPFOR concur/non concur during CCRB
Output	Core METS	Updated T&R Manual	Updated POI	Updated Course Content



MISSION ESSENTIAL TASKS



* E = Environmental Influences



DOCUMENTS

MISSION ESSENTIAL TASKS

- **MARADMIN 177/08 Guidance and Policy for Marine Corps Task List (MCTL) Development, Review, Approval and Publication ([link](#))**
- **MCO 3500.110 Policy and Guidance for Mission Essential Task List (METL) Development, Review, Approval, Publication and Maintenance ([link](#))**
- **Usually based on tasks from the MCTL, core METs identify the tasks a unit is required to perform and for which it is constituted (manned, trained, equipped).**
- **Training measures associated to core METs identify reportable elements units use to report training readiness in DRRS.**
- **Core METs are based on unit types (e.g., Division, CLR (DS), HMLA, etc.).**
- **METs are developed by unit commanders with MARFORCOM as a stakeholder. Advocate may influence METs.**



REFERENCES

- **5311.1D - Total Force Structure Process**
 - Chapter 7
 - Assigns TFSD responsibility to post and maintain assignment list
- **TFSMS - posted resources**



TRAINING EXERCITION

DOCUMENTS

TRAINING & READINESS (T&R)

MANUAL

- **MCO P3500.72A Ground Training & Readiness (T&R) Program**
- **NAVMC 3500.106 Training and Readiness Manual Group (TRMG) Charter Terms of Reference**
- **T&R manuals, usually organized around an occupational field, translate Marine Corps Tasks into performance requirements for units (sizes and types) and individuals (by MOS, at what ranks, in what billets).**
- **Evaluation-coded (E-coded) events are collective training events that flesh out performance measures from Marine Corps Tasks. These events are reported in DRRS (via the METs).**
- **T&R manuals are developed by the occupational fields (SMEs and advocate) and TECOM. The occupational fields own the content while TECOM owns the process**



TRAINING EXECUTION DOCUMENTS PROGRAM OF

- **NAVMC 1553.1 Systems Approach to Training (SAT) Users Guide**
- **POIs translate formal training requirements into executable training that is delivered at a formal learning center (FLC).**
- **POIs identify the resources (time, manpower, equipment, facilities) required to execute training.**
- **1000-level training is entry level training (ELT) used for assignment of primary military occupational specialties (MOS).**
- **2000-level training is skills progression training that takes place via managed on-the-job training (MOJT), distance learning (DL), or on follow-on formal training.**
- **POIs are developed by the FLCs and are submitted to CG TRNG CMD or CG TECOM for approval through a standard staffing and review process.**



QUESTIONS?





MARINE CORPS INSTALLATIONS COMMAND (MCICOM)





MCICOM/LF ADVOCACY: OUR MESSAGE

- **MCO 5400.54**
 - Clarifies unity of effort for All Installations Management
 - Allows for a realignment of and transition in our span of control
- **Command: makes Advocacy ‘easier.’**
 - Seasoned & Established Staff
 - Processes in place; fully engaged in Planning & Programming
 - 39 Functions Identified; aligned to the 13 IAGs
 - Advocacy will improve our processes and better inform our customers/stakeholders.
 - Advocacy will address our governance and oversight; policy is in place
- **Guidance in Place**
 - Published Command Priorities
 - Signed Strategic Plan [referenced in MCILR]



MARINE CORPS INSTALLATIONS

CREATING AN ADVOCACY



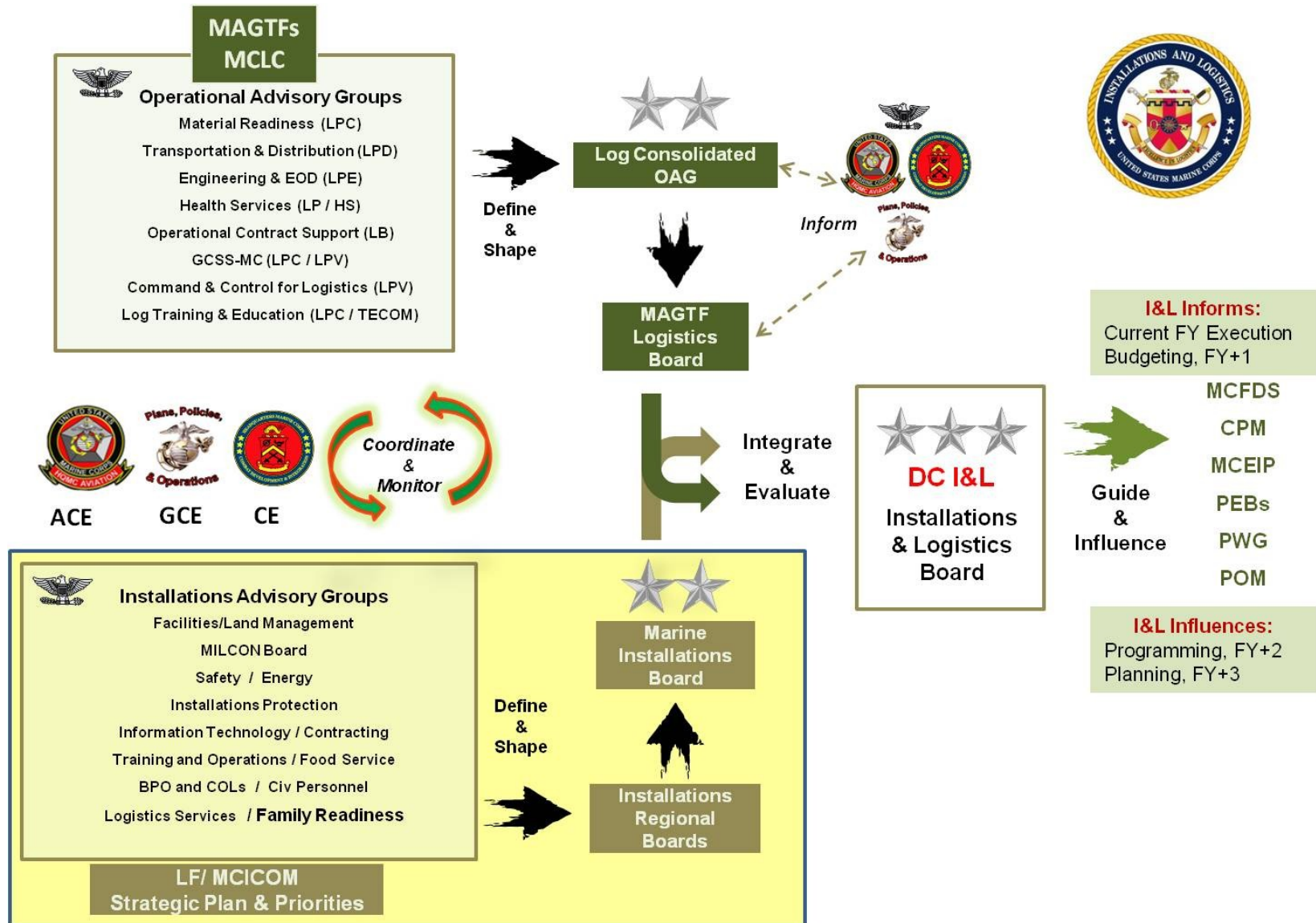


WHERE WE ARE POST-FOC

- MCICOM at HQMC provides C2 and resource management for its four regions
 - MCIEAST – MCBCL: Consolidated into single staff
 - MCIWEST – MCBCP: Consolidated into single staff
 - MCIPAC – MCBB: Achieved FOC
 - MCINCR – MCBQ: SECNAV Approved; seek FOC during FY14
- MCICOM achieved FOC Oct 2012 and established five FY13 priorities
 - Sustain the support platform of force projection
 - Shift to the Pacific
 - Posture to support future requirements
 - Develop metrics for installation support
 - Grow a world class workforce

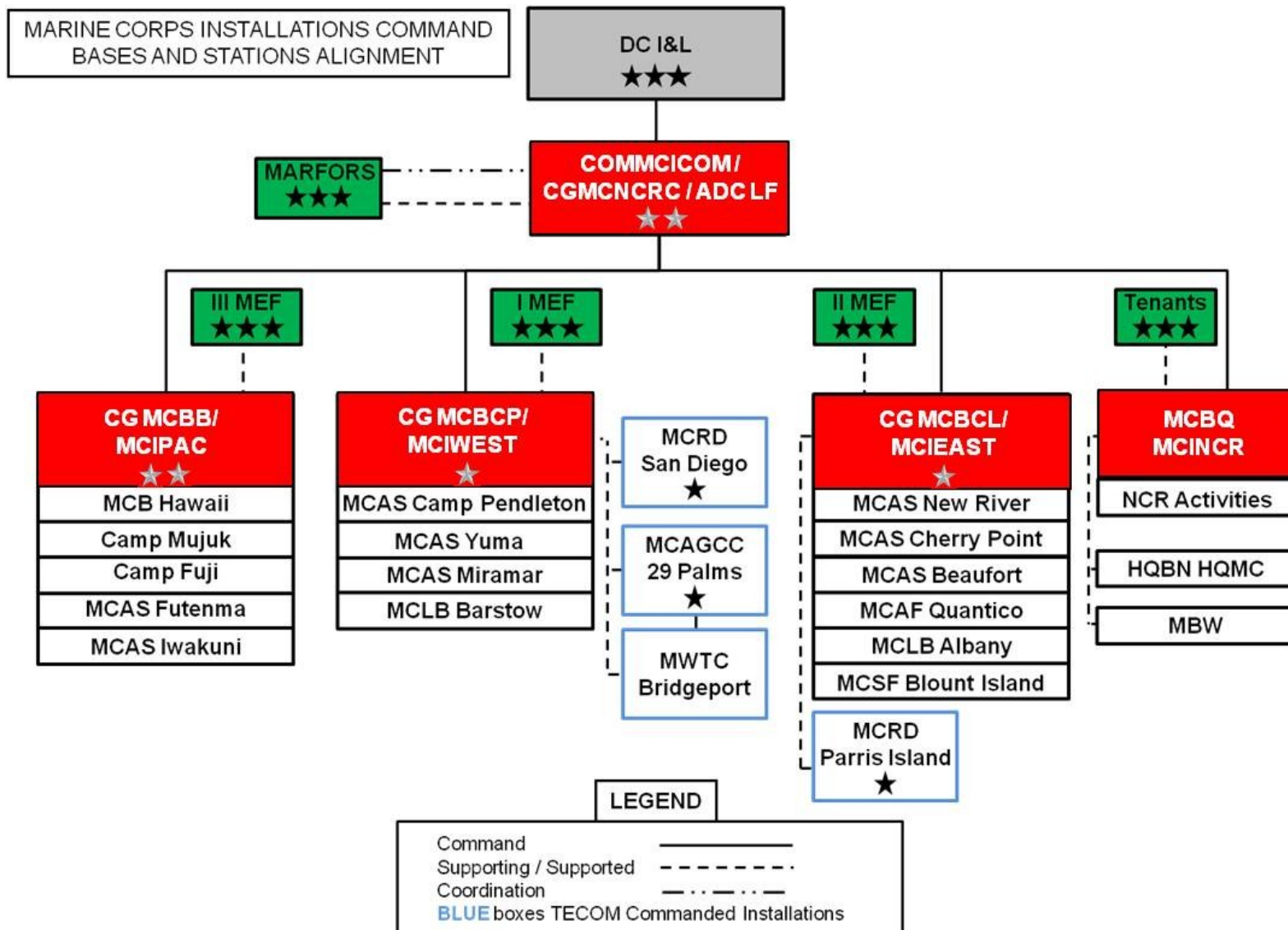


I&L ADVOCACY PROCESS





CURRENT ALIGNMENT OF INSTALLATIONS





USMC INSTALLATIONS STRATEGIC PLAN

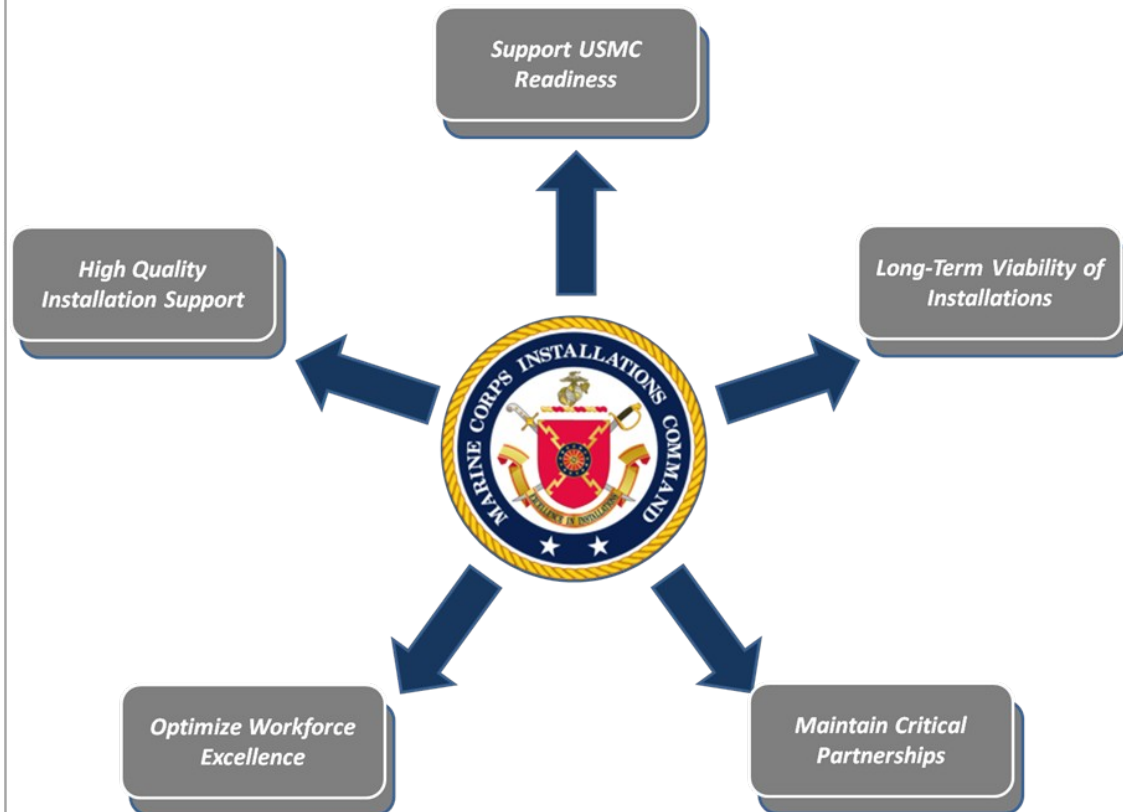


United States Marine Corps

USMC Installations Strategic Plan

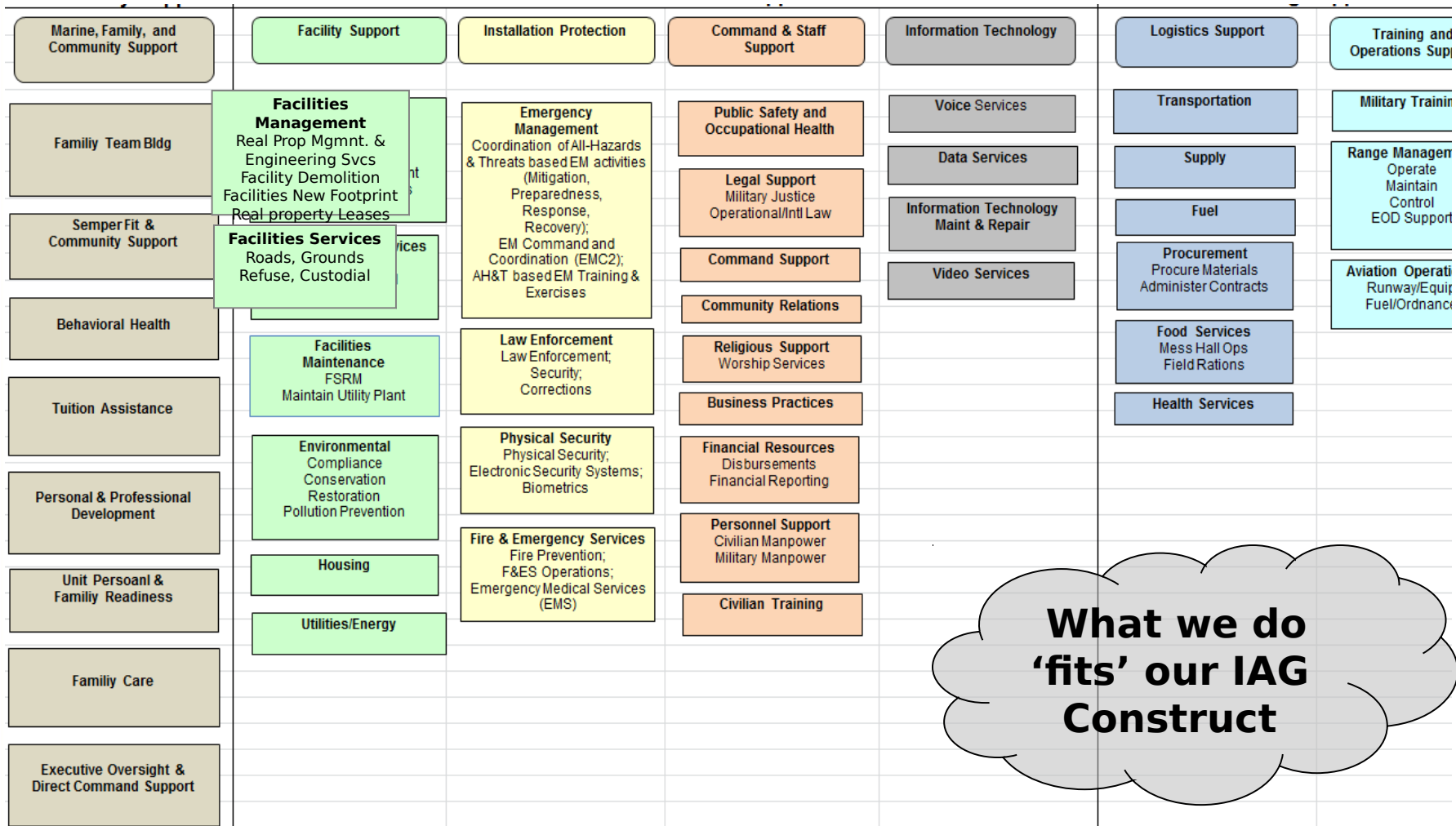


January 2012



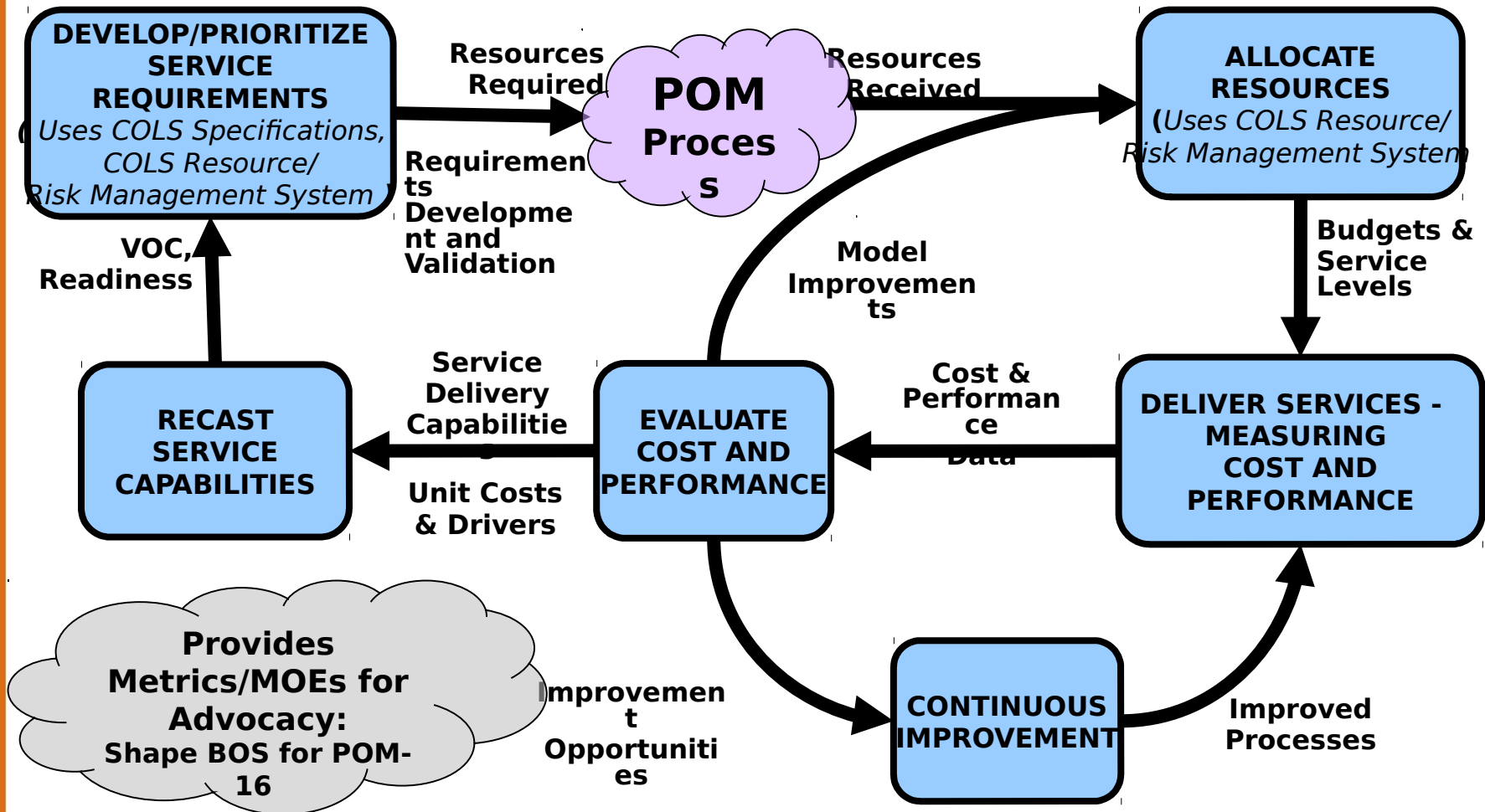


INSTALLATION MANAGEMENT FUNCTIONS: OUR BUSINESS MODEL





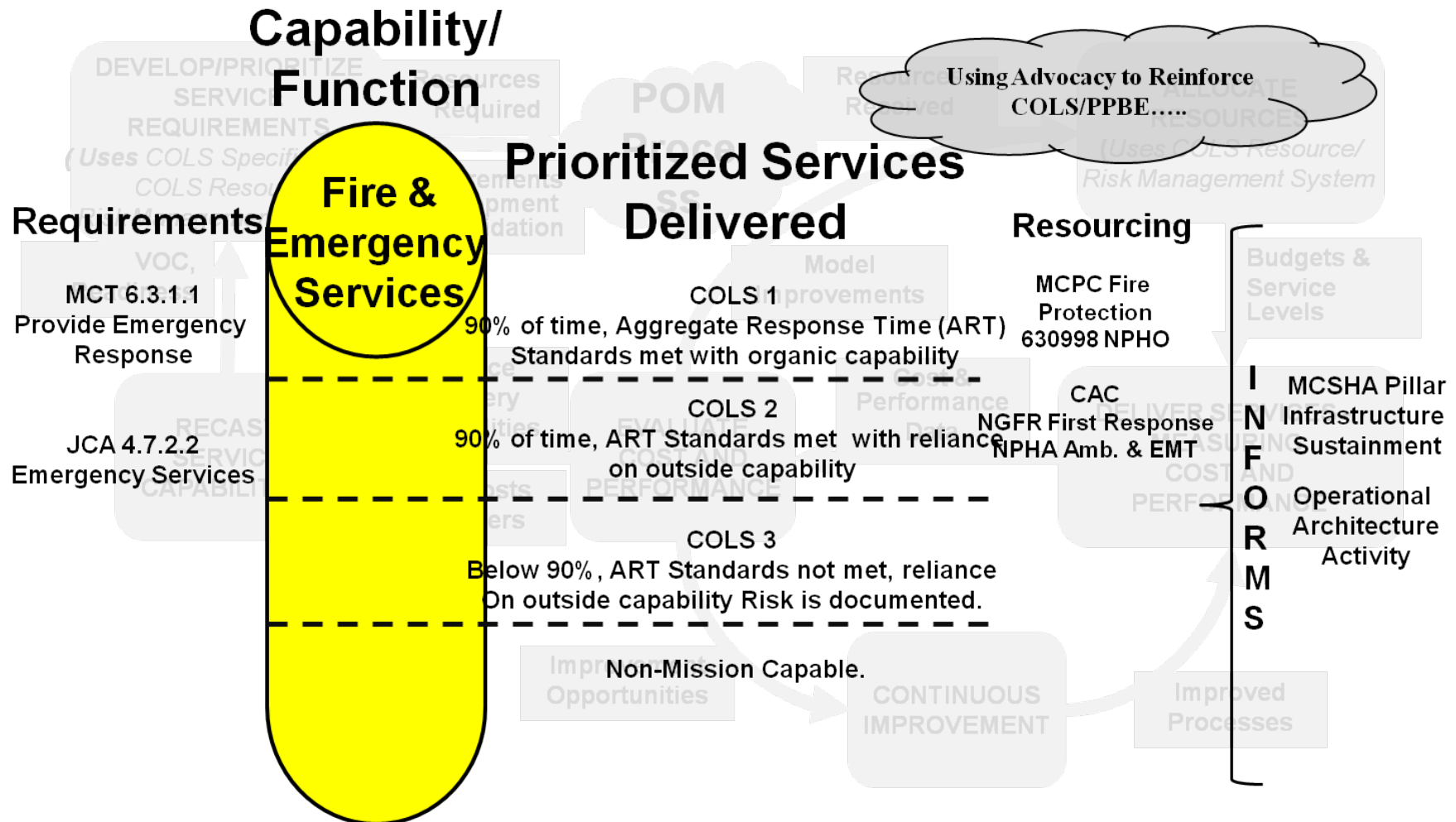
COLS 'SYSTEM' BIG PICTURE: LINKED TO ADVOCACY





ADVOCACY LINKED TO COLS

FIRE AND EMERGENCY SERVICES (F&ES)





QUESTIONS?

Installations Excellence



Home for Marines and Families



Where MAGTFs train and hone battle readiness



**Deployment Platforms from which Expeditionary Forces Fight
and Win the Nation's Battles**



MAJGEN DANA, DIRECTOR, LP





The Future is Now...

